

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Advanced Level

MARK SCHEME for the May 2007 question paper

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS
5175 Human Resource Management, Maximum mark 100

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began.

All Examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes must be read in conjunction with the question papers and the report on the examination.

- CIE will not enter into discussions or correspondence in connection with these mark schemes.

CIE is publishing the mark schemes for the May/June 2007 question papers for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses and some Ordinary Level syllabuses.

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- 1 (a) Explain the meaning of Human Resource Management and ways in which MCL has ignored this meaning in the first four paragraphs of the case study. [10 marks]

Level 1 (0–4 marks): The candidate will answer only one part of this question or both parts inaccurately. A full and complete answer to one part of this question should obtain the top mark in this band.

Level 2 (5–8 marks): The candidate will attempt both parts of this question and one part will be fully and accurately explained.

Level 3 (9–10 marks): The candidate will provide a full and accurate explanation to both parts of this question.

Meaning – as the process for creating and maintaining relationships between organisations and the people who work for and with them.

MCL has ignored this meaning because they have not formed a relationship with their workforce. A failure to follow any pay-related legislation and only observes basic Health and Safety laws. Pay deducted if targets are not met.

- (b) Describe how the approach to the management of human resources changed at MCL following the complaints received about the quality of the microchips. [10 marks]

Level 1 (0–4 marks): The candidate may simply extract quotes from the case study or state that they decided to treat the workers better. Answers will be vague and brief.

Level 2 (5–8 marks): The candidate will discuss the changes in terms of better pay, rewards and training. Some discussion may centre on the blame attached to the HR department. There may be the implication that the Directors are taking control of the HR function.

Level 3 (9–10 marks): The candidate will produce a Level 2 answer but will make the explicit statement that HRM has become a centralised function controlled by the directors rather than a decentralised function of the HR department.

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2 (a) Describe how the main features of the local labour market helped MCL. [10 marks]

Level 1 (0–4 marks): The candidate will simply explain what a labour market is and/or quote all aspects of it. There will be no link to MCL.

Level 2 (5–8 marks): The candidate will begin to link aspects of the local labour market to the needs of MCL e.g. availability of female labour in the age range of 18-25; high unemployment rates; a better level of education and skill than in other areas.

At the top of this band the candidate may mention the lack of competition for workers in the area – main employer.

Level 3 (9–10 marks): The candidate will produce a Level 2 answer but will discuss the competition for employees in more detail and will link the levels of skill required for the different jobs to the skill levels within the local population.

(b) Explain the possible consequences of MCL ignoring pay related and employment protection legislation. [10 marks]

Level 1 (0–4 marks): The candidate may simply state that the company is breaking the law and will be sued, fined or go to prison.

The candidate may also state in detail which specific legislation is being broken.

Level 2 (5–8 marks): The candidate will state that the company only observed basic health and safety legislation. They may also detail some of the other legislation that is being ignored and explain what this means to the workforce and the reputation of the company. They will clearly understand the difference between employment protection and pay related legislation but some factors may be omitted or the significance not fully grasped.

Level 3 (9–10 marks): The candidate will clearly understand the difference between employment protection and pay related legislation and will explain in some detail the significance of ignoring the legislation to the workforce, the reputation of the company and possible legal action. The answer will be well balanced and well written.

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- 3 (a) Describe four different types of employment contract that MCL might use, giving the reasons for each one. [10 marks]**

Full time; part-time; fixed term; temporary; permanent; for specific tasks; contracting out.

Level 1 (0–4 marks): The candidate will produce a list that may be incomplete with some attempt to describe what each one means. The description will contain errors.

Level 2 (5–8 marks): The candidate will describe three of the contract options available to MCL. The descriptions will be accurate. There will be an attempt to give reasons why MCL might use certain types of contract.

Level 3 (9–10 marks): The candidate will describe four of the contract options available to MCL, fully and accurately with clear and precise reasons why MCL might use them.

- (b) Explain how HR planning might have avoided the problems faced by MCL. [10 marks]**

Level 1 (0–4 marks): The candidate may list the approaches to HR planning. Alternatively, the problems of MCL may be listed and discussed.

Level 2 (5–8 marks): The candidate will clearly understand that the quality of the staff is insufficient for the needs of MCL. The problems of poor quality products and damaged products will be linked to the recruitment, skills and training of the staff. At the top of this band the concept of planning will be introduced.

Level 3 (9–10 marks): The candidate will produce a Level 2 answer but will clearly understand that HR planning should assess the strengths and weaknesses of the workforce, have methods for forecasting the demand with adequate succession planning.

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- 4 (a) Describe one system that MCL could put into place to improve communication and one system to improve conflict resolution. [10 marks]**

Communication – briefing structures; surveys; bulletins; works councils; committee structures.

Conflict resolution – discipline and grievance procedures; worker directors; works councils; committees structures; collective agreements.

Level 1 (0–4 marks): The candidate will produce a list of the systems available. This may or may not be as requested in the question.

An attempt to describe the systems will be brief or contain errors.

Level 2 (5–8 marks): The candidate will accurately identify one communication system and one conflict resolution system with adequate descriptions. Some errors may still exist; alternatively the systems suggested may not be appropriate for MCL.

Level 3 (9–10 marks): The candidate will accurately identify one communication system and one conflict resolution system with full and accurate descriptions. Some statement about the suitability for MCL will be made.

- (b) Describe two ways other than targets that MCL might use to monitor and measure the performance of its staff. [10 marks]**

Level 1 (0–4 marks): The candidate will produce a list of the options available including those already used. Descriptions may be brief or contain errors.

Level 2 (5–8 marks): The candidate will describe the remaining options excluding targets. At the top of this band the descriptions will be full and mostly accurate.

Level 3 (9–10 marks): The candidate will produce a Level 2 answer but will recognise that only full time staff have an appraisal. All descriptions will be totally accurate.

Options include – key accountabilities and competencies; standards; team performance and appraisals.

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5 (a) Suggest how MCL might better motivate its workers through the nature of their work. [10 marks]

Working conditions: job satisfaction; promotion; working relationships; recognition; variety; levels of responsibility; leadership style.

Level 1 (0–4 marks): The candidate will produce a list of the options available but may not recognise the difference between pay, rewards and the nature of work. Some explanations or descriptions may be provided but not be in the context of MCL.

Level 2 (5–8 marks): The candidate will produce a list of options available with explanations of how they might work. At the top of this band some mention of motivation will exist.

Level 3 (9–10 marks): The candidate will suggest a range of options and explain how they would motivate the workforce at MCL.

(b) Produce a three stage training plan for the new employees of MCL. [10 marks]

Suggested outline (any three consecutive stages) – objectives of training and development – induction training – training needs analysis – on the job training/off the job training – qualifications and certification.

Level 1 (0–4 marks): The candidate will produce a list of training terms or options. Some of the options/terms may be explained but a staged plan will not be produced.

Level 2 (5–8 marks): The candidate will make an attempt to produce a staged plan from setting the objectives through the training needs analysis to induction training, on and off the job training and evaluation. Qualifications and certification may also be mentioned. There will be errors and omissions or steps may be in the wrong order but the answer will be related to MCL.

Level 3 (9–10 marks): The candidate will produce a three stage training plan for MCL referring to them throughout. There will be no errors or omissions.